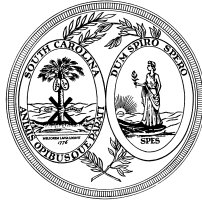


State of South Carolina
Department of Probation, Parole and Pardon Services

JIM HODGES
Governor



JOAN B. MEACHAM
Director

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DATE: September 13, 2002

TO: Office of State Budget

FROM: Joan B. Meacham, Director

SUBJECT: Annual Accountability Report for Fiscal Year 2001-2002

The South Carolina Department of Probation, Parole and Pardon Services respectfully submits its Annual Accountability Report for Fiscal Year 2001-2002 as required by Sections 1-1-810 and 1-1-820 of the 1976 Code of Laws. I am pleased to approach this years report with a vision to create a practical, consistent and systematic process to measure and report compliance with laws, policies, and procedures, in all areas of the Department, and to ensure this is being done in a positive environment fostering continuous improvement and innovation.

Using the Department's Strategic Plan and the Malcolm Baldrige National Quality Award Criteria as a foundation, each division continued with a complete and comprehensive systematic self assessment of its performance for FY 01-02 as commenced in FY00-01. The final product is a consensus of our organization's performance on meeting our legislative mandates and progress on our strategic plan while focusing sharply on our customers, the citizens of South Carolina, and contributing to safe communities.

For information or assistance regarding this report, please contact Stephen G. Birnie, at (803) 734-9258.

Sincerely,

Joan B. Meacham

Enclosure

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Probation, Parole and Pardon Services

Date of Submission: September 13, 2002

Agency Director: Joan B. Meacham

Agency Contact Person: Stephen G. Birnie

Contact Person's
Telephone Number: (803) 734-9258

I. Executive Summary

1. The mission of the South Carolina Department of Probation, Parole and Pardon Services is to appropriately supervise those offenders who are placed under our jurisdiction; to promote public safety; to investigate cases for the courts and the South Carolina Board of Probation, Parole and Pardons; to provide assistance to victims of crime.

The South Carolina Department of Probation, Parole and Pardon Services (SCDPPPS) is responsible for supervising offenders on probation, parole, community supervision, supervised furlough and youthful offender supervision. At present, there are approximately 51,467 offenders under the department's jurisdiction. The department is also charged with conducting investigations for offenders who are eligible for parole or those who make application for pardons. Investment in the department and its community supervision strategies offers a high-yield return to the state in cost avoidance in the construction of new correctional facilities. By holding the criminal offender accountable through the payment of fees, fines and restitution as well as enforcing conditions of supervision and requiring this population to be productive, offenders are better positioned to support their dependents and stay free from the commission of new criminal offenses. Given the volume of cases supervised by the department, it is a credit to the quality of staff work that approximately 3 out of every 4 criminal offender supervised by the department successfully completes their term of supervision. Through on-going and ever evolving strategic planning, development and deployment, SCDPPPS continues to improve a product that is already recognized as a national leader. FY 01-02 has brought further refinements to improve our standards in productivity, quality customer service, and compliance with all applicable laws and regulations.

The agency values: Our values reflect who we are and the things for which we stand. We are committed to demonstrate these values to ourselves and to those we serve.

- **Integrity:**
 - Creating Trust;
 - Doing what is right; and
 - Being honest and maintaining the highest standards of ethical conduct.
- **Fairness:**
 - Treating people fairly, with dignity and respect;
 - Advocating and demonstrating equal opportunity; and
 - Balancing organizational needs with individual needs and interest.
- **Teamwork:**
 - Being a team player;
 - Communicating openly and effectively; and
 - Empowering people and demonstrating leadership.

- **Performance Excellence:**
 - Exceeding expectations;
 - Recognizing employee achievement; and
 - Commitment to continuous improvement.
- **Accountability:**
 - Protecting the public's trust;
 - Being responsible for our actions; and
 - Making decisions based on facts and data.

Agency vision includes recognition by our stakeholders as leaders in:

- Creating a culture that values all employees.
- Advancing the application of our information management system.
- Developing innovative programs to provide quality service to our customers.
- Strengthening partnerships to enhance services to the citizens of South Carolina.

SCDPPPS' senior leadership continuously examines and evaluates all practices and procedures throughout the department to ensure that performance measures are appropriate, that goals are met or surpassed, that all actions show strict accountability, and that all measures and outputs are directed to ensure the criminal offender is appropriately supervised and issues of public safety are addressed.

The department has always placed great emphasis on customer input, and this year it continued to move toward a more formalized approach to documenting that input. Customer feedback served as an effective tool in analyzing agency performance. The department solicits this feedback through surveys, focus groups and other vehicles. Customer satisfaction remained high last year.

In keeping a sharp focus on human resources, recognized by senior leadership as the most valuable asset of the department, staff members were able to take advantage of increased opportunities for Class-1 Law Enforcement training through the SC Criminal Justice Academy, enhancing their job effectiveness and offender service but most importantly, providing a recognized professional framework to provide public safety. Additional training opportunities, upgrades in computer hardware and customized agency software enabled field staff to further refine the team concept of customer service while allowing the agency to track its performance more effectively.

The agency values its employees' dedication and accomplishments, and employees meeting and surpassing performance standards were rewarded in a variety of ways. While agency merit increases and state increases were not realized due to severe budget constraints, the Department continued its efforts in recognizing the exceptional work performed by staff. The department's primary recognition tool, "**Probation and Parole Agent Week**", once again proved to be very popular among employees, who were recognized by their co-workers for their accomplishments. This special week is celebrated by staff throughout the state and coincides with the national celebration and recognition of our colleagues in jurisdictions outside of South Carolina. Meanwhile, the department's partnerships with other state and

local human service providers contributes added value in the department's ability to realize successful outcomes for our criminal offender population.

2. Key Strategic Goals

1. To Effectively Meet our Public Safety Responsibilities

- To establish effective community supervision strategies which result in accountable offender supervision;
- To enhance partnerships through local, state and federal, initiatives;
- To enhance our efforts in apprehending fugitives;
- To actively engage our community partners to support our mission;
- To develop and utilize methods for providing accurate offender information.

2. To Continuously Improve our Process

- To develop and implement effective work processes;
- To link Employees Performance Measurement System (EPMS) to the Strategic Plan;
- To identify Best Practices in other states and import those to the Department;
- To provide leadership and direction to encourage the appropriate and effective utilization of the Department Quality Council;
- To implement the Strategic Plan;
- To use performance excellence as the basis for improvement;
- To initiate the technological documentation of mission critical components of the Department's information systems;
- To implement a measurement system that defines a desired system that defines a desired outcome, including a tracking process, and an assessment mechanism;
- To maintain an effective internal audit function.

3. To Deliver Quality Service to our Customers

- To enhance and maintain a systematic process to address customers' complaints and resolution;
- To develop the use of the Department's Annual Report as a viable communication and marketing tool to educate the community of the Departments;
- To provide quality support to the South Carolina Parole and Pardon Board achievements;
- To determine the needs and expectations of the customers;
- To demonstrate our Department's values to all customers through our actions;
- To streamline the collection, organization and presentation of parole related information.

4. To be Fiscally Responsible

- To be responsible and accountable in the management of all Department resources;

- To effectively collect all revenues owed to the Department;
- To link fiscal resources to the Strategic plan.

5. To provide for personal and organizational growth

- To develop training for all staff addressing safety, physical fitness and C1 law enforcement;
- To maintain a safe, secure and healthy environment for all of our employees;
- To actively promote and market the mission of the Department and its employees;
- To explore the feasibility for achieving National Accreditation;
- To identify and support our own “Internal Experts and Consultants” to enable the Department to impact National Agendas;
- To ensure that all departmental communications are clear, consistent; courteous, accountable and responsive to the needs of our employees and general public;
- To develop an organizational culture that attracts and encourages the retention of qualified and committed employees;
- To develop a comprehensive strategy to recruit and retain the most talented and qualified employees for the Department;
- To maximize the availability and utilization of technology throughout all offices of the Department;
- To develop comprehensive training programs for employee job skills and performance improvements;
- To provide leadership training;
- To provide and encourage opportunities for professional personal growth;
- To promote employees empowerment.

3. Opportunities and Barriers

Since July of 2001, the State has been under extreme financial constraints. Since July 2001, the Department has had General Fund funding cuts totaling nearly 21%. One barrier that the Department has contended with is the percent of General Fund personnel funds to total General Funds. Prior to July 2001, 93.23% of General Funds were in personal services. In FY 2002-03, 97.48% of General Funds are in personal services. The lack of General Fund operating funds and the reduction of state funding have created new management strategies and opportunities for executive management to consider. The unique nature of the Department's mission is one of a dynamic nature requiring constant oversight and analysis to ensure our mandated mission is met without compromising public safety. Through proper planning and reallocation of staff to critical need areas, the department has been able to sustain minimum service areas. However, budgetary reductions and declining revenue funds have resulted in reduced resources and missed opportunities to address agent safety equipment needs.

4. Major Accomplishments

- The Department has averaged meeting 91.5% of its affirmative action goals for the last three year.

- All staff participated in training from the Stop the Violence Against Women Program presented by South Carolina Attorney General's Office.
- Implemented law enforcement training initiative for increased opportunities for Class-1 Law Enforcement training through the SC Criminal Justice Academy, enhancing Agent job effectiveness and offender service but most importantly, providing a recognized professional framework to provide public safety.
- The Department utilized over 100 volunteers to augment staff representing in excess of 16,000 hours.
- The Department disbursed 98.8% of the victim restitution funds collected during the fiscal year, disbursing 49,979 checks totaling \$5,688,444.86. This represents the third year in a row that the Department has disbursed in excess of 98% of the victim restitution funds collected.
- The Director continued a Victims Advisory Council made up of twenty members of victims and victim service providers from across the state. The purpose of the Council is to increase the community's awareness and knowledge about the Department and to enhance the Department's partnership with the victim's community.
- The Department obtained blood samples, from which DNA can be derived, from 4,005 offenders during fiscal 2001-02. This was done in order to meet statutory requirements to establish a DNA database. In conjunction with this initiative, the Department also collected \$461,000.89 which was remitted to the State Law Enforcement Division to support the development of the DNA database. The Department also obtained DNA samples from over 300 offenders under the supervision of the Department of Juvenile Justice – at no cost to DJJ. Total DNA samples collected by the Department thus far exceeds 10,000.
- The offender information staff developed and installed a responsive automated support system that enhanced the interstate compact sections ability to provide responsive service to all county offices and states within the compact.
- The Department continued on-going statewide warrant sweeps. In the second annual Operation Clean Sweep in July 2002, 353 fugitive criminal offenders were arrested and taken out of South Carolina communities. The statewide fugitive roundup by the Department was an intensive week-long effort involving hundreds of agents that meant the arrests of criminal offenders who had violated the conditions of their probation or parole. In two years this effort has taken over 500 fugitives off the street.
- The Department published its second tribute to victims "Gone Too Soon". The book contained submissions of poems, letters, and thoughts in memory of those whose lives were tragically cut short because of a terrible crime.
- The Procurement Office established a Law Enforcement Warehouse which exists to receive, issue, track and safeguard all Department safety and law enforcement related equipment, supplies and materials.
- The Department completed the training of all staff in use of the scheduler electronic field notes system. All counties, residential facilities and central office sections are now able to document cases notes electronically on cases of mutual interest.

- The Department initiated a Pre-Parole Investigation Improvement (PPI) Plan to enhance the quality of information presented to the Parole Board. The improvement plan included reviews of Department policies, S. C. Board of Pardons and Paroles policies, staff training and Board member training, and staff roles and responsibilities. The plan also involved multi-function teams to review each aspect of the parole investigation process and procedures. While much of the Plan was designed to improve the quality of the product, a key initiative of the plan was to streamline the overall process in an effort to enhance efficiency and productivity. This is being accomplished through efforts to define and automate many of the critical analysis steps required in the parole investigation process. The PPI Improvement Plan is expected to be completed by the end of 2002.
- The Department was instrumental in the new legislation being enacted that governs the transfer of offenders between states for supervision being enacted. The Interstate Compact for the Supervision of Adult Offenders is ultimately about public safety and was created to provide structure for the controlled movement of offenders across state boundaries and to provide a framework for their supervision. This legislation replaces the existing compact which was written in 1937 and has been virtually unchanged since that time.
- State government agencies are encouraged to invest money in South Carolina's small and minority-owned businesses. Individual agency investment in South Carolina small and minority-owned businesses is tracked by the Governor's Office of Small and Minority Business Assistance and each year, state agencies set a goal for the amount of controllable dollars they will endeavor to spend with certified minority vendors. During Fiscal Year 2000-2001, the Department met 99% of its minority business goals.
- The South Carolina Department of Probation, Parole and Pardon Services co-hosted with South Carolina Probation and Parole Association the 2002 American Probation and Parole Association Winter Training Institute in Myrtle Beach. This professional development opportunity brought approximately 600 community corrections practitioners to South Carolina from across the nation and from Canada.
- The Materials Management Section coordinated activities associated with establishing a Central Office Command Post. The Command Center serves as a central point of communication in emergency situations when Department staff is deployed to support State emergency management initiatives.
- The first meeting of the Workplace Safety Committee was held in May to begin working toward the implementation of a comprehensive workplace safety program within the Department.
- The Materials Management Section continued with the initiative to develop and implement a separate tracking system for safety equipment to include guns, shotguns, body armor, and radios. The Department's Offender Information Systems staff completed programming the system and it was implemented in March of 2002.
- South Carolina Department of Probation Parole and Pardon Services staff hosted the meeting of the Southeastern Probation and Parole Interstate Compact Administrator's Association meeting held in April 2002 in Columbia.
- "Vehicle Advisory Committee" for the Department was established. This standing committee is to generate ideas, conduct research and propose solutions addressing a wide array of issues associated with our fleet.

II. Business Overview

1. Number of Employees and Operations Location

OFFICE	EMPLOYEES	LOCATIONS
Central Office		2221 Devine Street
Directors Office	2	Columbia, South Carolina
Victim Services	5	Columbia, South Carolina
Safety, Enforcement & Professional Responsibility	7	Columbia, South Carolina
Fugitive Information & Offender Surveillance	4	Columbia, South Carolina
Quality, Programs and Grant Development	2	Columbia, South Carolina
Staff Development & Training	6	Columbia, South Carolina
Quality	1	Columbia, South Carolina
Residential Services	1	Columbia, South Carolina
Charleston Restitution	9	Charleston, South Carolina
Spartanburg Restitution	6	Spartanburg, South Carolina
Columbia Restitution	5	Columbia, South Carolina
Legal Services	6	Columbia, South Carolina
Governmental Affairs	1	Columbia, South Carolina
Hearing Section	10	Columbia, South Carolina
Board Support	5	Columbia, South Carolina
Public Information	2	Columbia, South Carolina
Administration	2	Columbia, South Carolina
Human Resources	7	Columbia, South Carolina
IT/OIS	22	Columbia, South Carolina
Procurement	10	Columbia, South Carolina
Fiscal Management	17	Columbia, South Carolina
Research & Evaluation	2	Columbia, South Carolina
Field Services	25	Columbia, South Carolina
Appalachian Regional	3	Spartanburg, South Carolina
Piedmont Regional	4	Laurens, South Carolina
Three Rivers Regional	3	Columbia, South Carolina
Pee Dee Regional	3	Marion, South Carolina
Coastal Regional	2	Columbia, South Carolina
Abbeville County	5	Abbeville, South Carolina
Aiken County	20	Aiken, South Carolina
Allendale County	3	Allendale, South Carolina
Anderson County	25	Anderson, South Carolina
Bamberg County	4	Bamberg, South Carolina
Barnwell County	4	Barnwell, South Carolina
Beaufort County	9	Beaufort, South Carolina
Beaufort Satellite	5	Hilton Head, South Carolina
Berkeley County	10	Moncks Corner, South Carolina
Berkeley Satellite	6	Moncks Corner, South Carolina
Calhoun County	3	St. Matthews, South Carolina
Charleston County	52	N. Charleston, South Carolina
Cherokee County	11	Gaffney, South Carolina
Chester County	8	Chester, South Carolina
Chesterfield County	6	Chesterfield, South Carolina
Clarendon County	5	Manning, South Carolina
Colleton County	5	Walterboro, South Carolina
Darlington County	12	Darlington, South Carolina
Dillon County	6	Dillon, South Carolina
Dorchester County	8	Summerville, South Carolina
Dorchester Satellite	4	St. George, South Carolina
Edgefield County	4	Edgefield, South Carolina
Fairfield County	4	Winnsboro, South Carolina
Florence County	23	Florence, South Carolina
Lake City Satellite	3	Lake City, South Carolina
Georgetown County	7	Georgetown, South Carolina
Greenville County	58	Greenville, South Carolina
Greenwood County	16	Greenwood, South Carolina
Hampton County	4	Hampton, South Carolina
Horry County	25	Conway, South Carolina
Jasper County	5	Ridgeland, South Carolina
Kershaw County	8	Camden, South Carolina
Lancaster County	10	Lancaster, South Carolina
Laurens County	12	Laurens, South Carolina
Lee County	5	Bishopville, South Carolina
Lexington County	31	Lexington, South Carolina
McCormick County	4	McCormick, South Carolina
Marion County	7	Marion, South Carolina
Marlboro County	6	Bennettsville, South Carolina
Newberry County	7	Newberry, South Carolina
Oconee County	10	Walhalla, South Carolina
Orangeburg County	18	Orangeburg, South Carolina
Pickens County	11	Pickens, South Carolina
Richland County	57	Columbia, South Carolina
Saluda County	4	Saluda, South Carolina
Spartanburg County	49	Spartanburg, South Carolina
Sumter County	20	Sumter, South Carolina
Union County	8	Union, South Carolina
Williamsburg County	6	Kingstree, South Carolina
York County	14	York, South Carolina
York Satellite	18	Rock Hill, South Carolina
Total Employees:	847	As of June 30, 2002

2. Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	28,535,098.64	19,083,455.26	27,881,689.52	16,808,875.10	27,163,018.00	16,961,631.00
Other Operating	7,714,642.15	658,848.88	6,754,891.65	541,021.00	8,335,634.00	511,021.00
Special Items	133,910.40	94,161.47	19,329.16	19,329.16	0.00	0.00
Permanent Improvements	0.00	0.00	0.00	0.00	0.00	0.00
Case Services	515,024.46	159,844.25	78,991.28	14,045.75	162,500.00	57,500.00
Distributions to Subdivisions	0.00	0.00	0.00	0.00	0.00	0.00
Fringe Benefits	8,788,026.68	5,874,394.15	8,985,090.99	5,498,617.67	8,179,180.00	5,099,285.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Totals	45,686,702.33	25,870,704.01	43,719,992.60	22,881,888.68	43,840,332.00	22,629,437.00

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	94,161.47	19,329.16
Capital Reserve Funds	0.00	0.00
Bonds	0.00	0.00

3. Key Customers

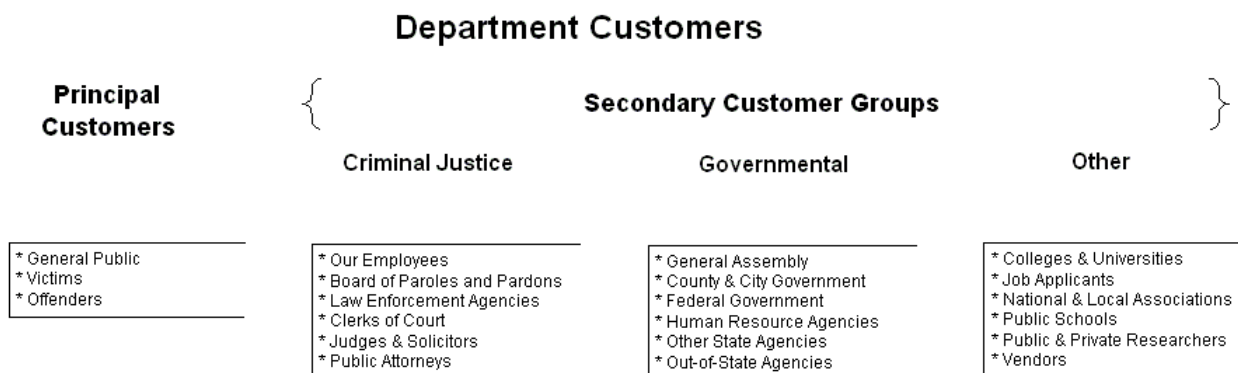
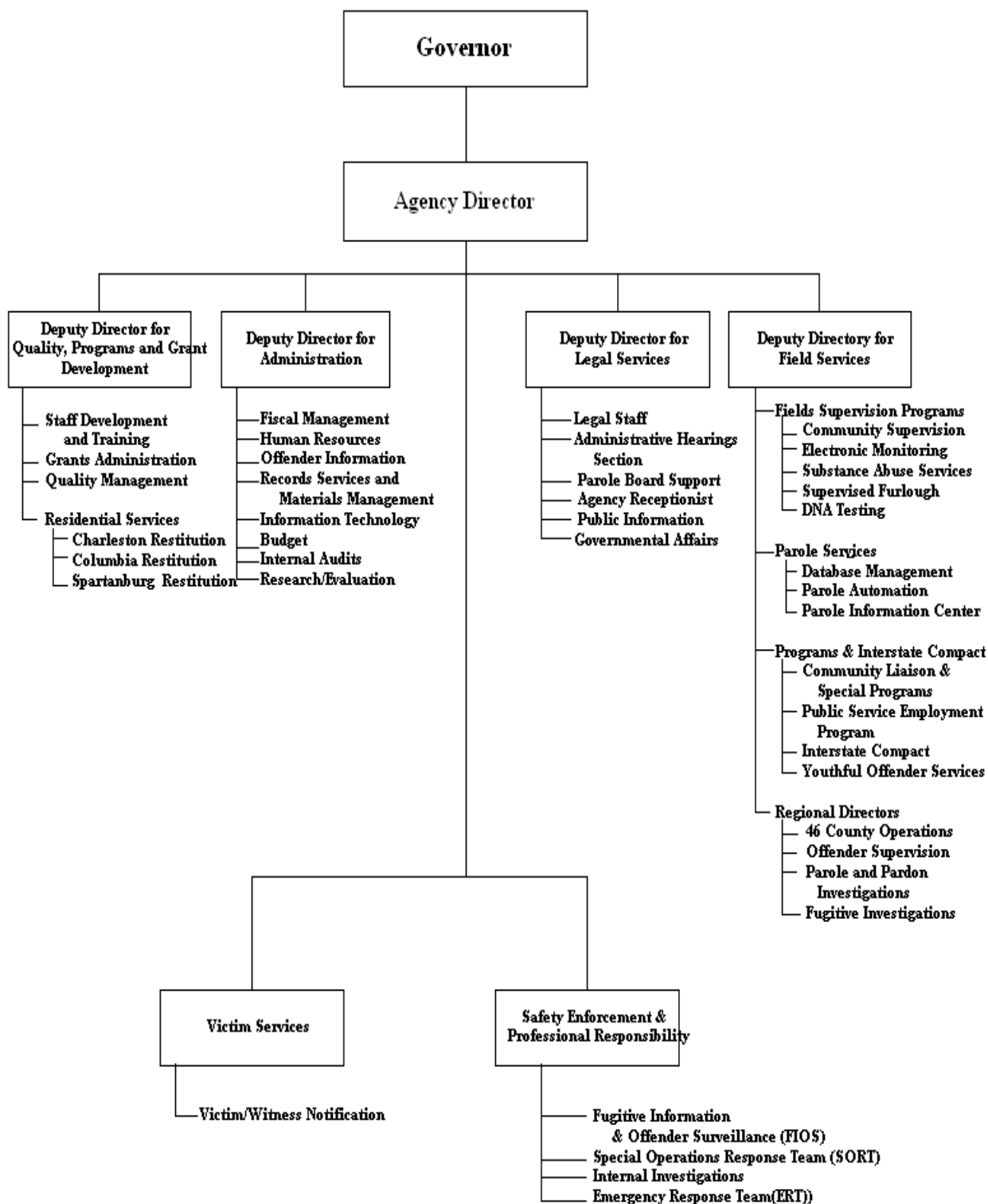


Figure 3.1

4. **Key Suppliers** – SCDPPPS enjoys a reciprocal relationship with other state agencies as well as federal, county, and municipal entities. Significant supplier relationships have been built with private sector vendors to provide a wide range of services and support including but not limited to drug testing, prisoner transport, information technology, radio communication and electronic surveillance. Additionally, non-profit organizations and the faith-based community contribute significantly to the Department’s efforts in addressing offender needs through numerous relationships to include but not limited to faith-based services, clothing and incidentals, short-term housing, and life skills related training.

5. **Description of Major Products and Services** – SCDPPPS is the only department in South Carolina providing the supervision of adult offenders on probation, parole, community supervision, supervised furlough and youthful offender supervision. The department is also charged with conducting investigations for offenders who are eligible for parole or those who make application for pardons. The Department stands as the first line of defense between the criminal offender population released to the community from institutional programs, or deemed suitable for community placement by the courts of General Session and the Board of Probation, Parole and Pardons, and the general citizenry of the state. A major component of this unique mission is placing the needs of the victim’s community at the forefront. The capacity to place offenders in our residential facilities to ensure gainful employment produces significant return by way of restitution payments and other monetary obligations. Additionally, the Department’s mandate to provide and administer court ordered restitution through the collection and disbursement of millions of dollars annually contributes directly to the well-being of our citizenry.

6. Organizational Chart



III. Elements of Malcolm Baldrige Award Criteria

1.0 - Leadership

- 1.1 *How do senior leaders set, deploy and communicate: a) short and long term direction, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee leaning, and f) ethical behavior?*

Since her appointment by Governor Hodges this past year, Agency Director Joan B. Meacham has been extremely involved in every phase of the Strategic Plan development and implementation, showing strong leadership and empowering staff throughout the state to help the SCDPPPS chart its course.

The Executive Management Team (EMT), consisting of Director Meacham and the four respective deputy directors, developed a strategic plan in FY 01-02 and are presently working to ensure the plan is sound and inclusive. A cross functional team, designated as The Strategic Plan Work Group, was chartered to review identified strategies and objectives while developing associated activities to execute the plan. This group has been meeting on a regular basis to develop the activities from which a communications plan will be developed in FY 02-03. Concurrent with this activity, the Executive Management Team meets on a bi-weekly basis to communicate issues associated with the daily operation of the department as well as to view strategic issues. EMT communicates this information to all employees through staff meetings and continues to work on an agency-wide approach to leadership.

The Director and the department's other senior managers are highly involved in developing and sustaining efforts based on input from staff, victims, law enforcement partners, service providers, general citizens and offenders. Senior managers lead work groups charged with creating and refining strategic planning initiatives, focusing on the opinions, needs, abilities and talents of the agency's internal and external customers. Management staff is charged with facilitating and identifying key measurement areas and activities committees, which have been a driving force in the development and deployment of the Strategic Plan.

The agency mission drives all decisions and actions. Program integrity is maintained by strict adherence to the department's enabling legislation which is the basis for departmental operation. Senior leadership played a key role in the creation of the department's vision and values, which concentrate on the needs of our customers, the importance of recruiting and retaining qualified staff members who are personally accountable to those customers, particularly the citizens which we serve.

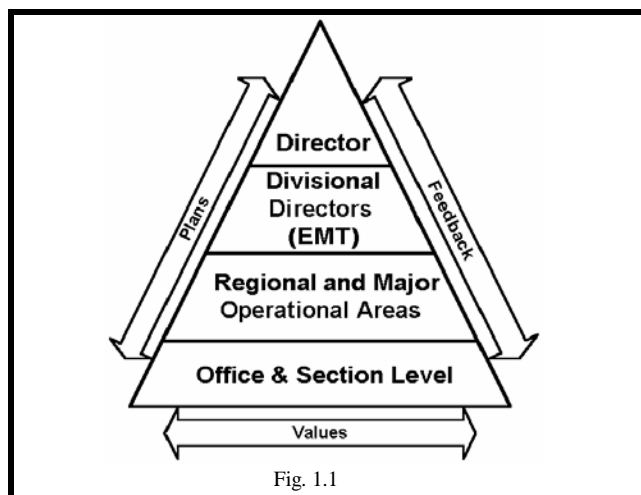
The mission and values are communicated to internal and external customers daily. Mission and value statements are on display in all of the department's lobbies and reception areas.

Senior management further emphasizes agency mission, vision and values through regional meetings, training and awards, and new employee orientation.

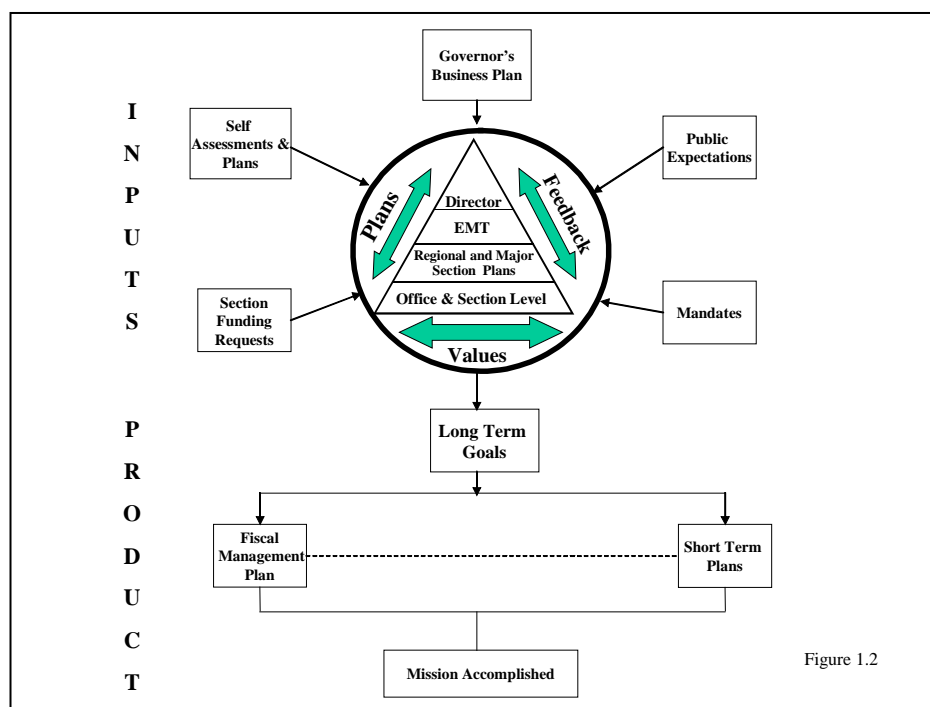
Performance expectations of the department are reinforced through regular staff briefings, review of measurements, and constructive reinforcement. These performance expectations are gleaned from the goals and objectives found in the Department's strategic plan. Section and unit meetings are held to focus on matters with a more defined objective. This takes place both within our Central Office operation as well as the respective field offices spread through out the state. Performance expectations are communicated through the use of the

Employee Performance Management System (EPMS) program. Performance excellence is promptly rewarded with letters, recognition at office-wide events, regional events which coincide with national recognition and personal face to face recognition with the Director.

The Leadership model for the Department, as depicted in figure 1.1, is an integrated approach of bidirectional communications between all levels of the organization that places a premium on Values, Planning, and Feedback.



The Leadership System (figure 1.2) is the key to the organizational success achieved this fiscal year. The foundation for leadership model is built upon our values.



Our values reflect who we are and the things for which we stand. It is the culture of our way of doing business. We are committed to demonstrate these values to each other and those we serve.

The second dimension of our model is planning. With our values serving as the foundation and driving force for our business culture, it follows that we consider all of the inputs and opportunities for our organization and incorporate those into our operational and long range plans. Planning incorporates all levels of the organization and is characterized by our formal process of accountability management and improvement planning. All assessments and plans are evaluated and updated on an annual basis and status of action plans and activities are reviewed monthly.

The third dimension of our leadership model is feedback. More than any other component, feedback is vital to our ability to assure continued and sustained organizational success. Our values of teamwork and performance excellence require us to constantly evaluate and assess the vitality of our communications. One of our most effective vehicles for assessing our communications is through our Department's Quality Structure. This fiscal year, we continued to utilize Quality Councils as a permanent linkage to and with the senior leadership system for the department. The quality council for the department is responsible for assuring the development and deployment of our system for the coordination of the Department's quality related initiatives which fosters quality as a way of life for all SCDPPPS employees. This includes the employee suggestion program as well as oversight of the department's policy and procedures committee. At each meeting of the senior leadership of the department, updates on the status of quality initiatives for the department are briefed and actions assigned to address improvement opportunities identified.

1.2 How do senior leaders establish and promote a focus on customers?

As a governmental agency our customers serve more as stakeholders in our mission. As a Law Enforcement Agency, the goals of the Department are developed to insure the safety of the general public, our number one customer and stakeholder. In order to determine the Department's effectiveness in supporting our customers' needs, we rely on surveys and internal self assessments of functional areas in supporting the Department's mission.

Executive management promote the Department's customer-focused mission through the use of customer service surveys, focus groups, field visits, interviews, and general observation to generate information. EMT uses this information to focus management attention on customer concerns. The Department's newsletter, The Informer, publicly sets out a "Who's Who" section to recognize and highlight those who serve our customer base.

1.3 What key performance measures are regularly reviewed by your senior leaders?

Performance measures reviewed by senior leadership include program cost effectiveness, revenue disbursement, customer request for assistance and information, department administered court-ordered restitution payments, restitution center program restitution and other monetary obligations, residential bed day utilization, offender drug testing, warrant activity effectiveness indicator, criminal offender absconder trends, key indicators for offender admissions, key indicators for offender revocation, key indicators for successful offender cases, full revocation indicators, offender supervision compliance indicator.

1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

The EMT used a variety of inputs to receive feedback from within the organization. More than any other component, feedback is vital to our ability to assure continued and sustained organizational success. As cited in 1.1, the department's quality infrastructure provides a viable means for staff at all levels to provide feedback on leadership, policy issues and practical problem resolution. Additionally, through regularly scheduled meetings with staff and participation in daily operations at the lowest level within the organization, senior managers are able to receive feedback from staff which is in turn brought to the table for discussion.

1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The impact of the Department's services is determined through the use of customer, stakeholder, and staff surveys, focus groups, and one-on-one conversations with affected agencies and individuals. The Department interfaces with numerous entities on a daily basis including but not limited to the judiciary, state and local law enforcement, victims and the general public. Our ability to respond to information which we receive can and does have a direct impact on the well being of our citizens. Our ability to address issues of offender accountability is first and foremost and is reflected in the Business Results. Our Offender Information System (OIS) is a repository of data from federal, state, and local law enforcement, it is imperative that we are very meticulous with such data and protect it through the use of physical and technological security.

The Department has contact with the public through its web site. Senior leadership has been proactive in providing clear information for media and victims alike. This information is consumed by a wide range of individuals and entities and serves as a front line tool to disseminate information in a timely manner.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

Key organizational priorities for improvement are communicated through the development of the strategic plan with activity plans currently under construction. This is reinforced through bi-weekly EMT meetings, monthly management team meetings, regular e-mails to all Department staff from the Director's Office and weekly, monthly and quarterly staff meetings within the respective offices. These activities culminate with senior staff reiterating our priorities at regional or agency-wide meetings.

1.7 How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.

Giving back to the community through community volunteerism is strongly encouraged by senior leadership and supported through accommodation of staff scheduling requests. Opportunities within the organization to participate in charitable giving through contributions to the United Way, the Community Health Charities and others provide an effective way to contribute to organizations which add value to our communities. Employees participate in the annual First Ladies' Walk for Life and periodic on-site American Red Cross blood drives. Additionally, the Department participates in numerous school districts' Lunch Buddies programs, Salvation Army "Ring of the Bell", food drives, law enforcement explorer

programs, court appointed special advocates (CASA) for abused and neglected children and other notable efforts through out the state.

2.0 Strategic Planning

2.1 *What is your Strategic Planning process, including participants, and how does it account for, Customer needs and expectations, Financial, societal and other risks, Human resource, capabilities and needs, Operational capabilities and needs, and Supplies/contractor/partner capabilities and need?*

The Department of Probation, Parole and Pardon Service's planning approach integrates and links all department planning and improvement efforts for senior leadership. The Department sets 1 to 5 year strategic objectives and selects improvement initiatives and action plans to achieve the strategy. Charters for improvement initiatives designate team members including managers and staff from all levels within the organization who implement action plans. Quarterly, the Executive Management Team "EMT" reviews the strategic direction, improvement initiatives, financial and performance data and makes adjustments as conditions warrant.

The Executive Management Team reviews inputs for planning (Figure 2.1) analyzes the results, and develops strategic themes annually.

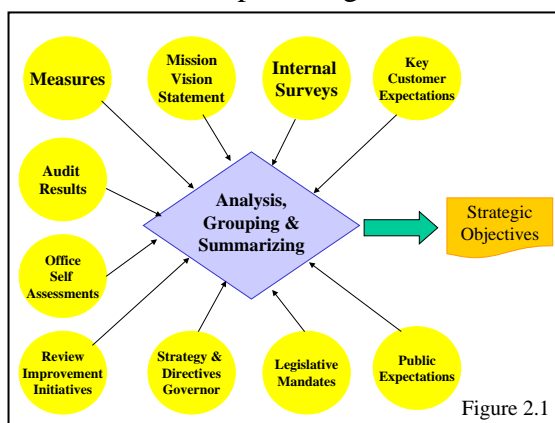


Figure 2.1

This information is communicated to the division and through regional management around the state. Alignment is assured through regular and systematic scheduled feedback meetings conducted weekly, monthly, quarterly and annually at all levels of the organization. Additionally, each region has fully established and operational quality councils that provide additional data inputs to the process to assure strategic alignment. (Fig. 2.2)

Team	Purpose
Policy Committee	Review, Implement, Facilitate communication of changes to Department Policy and Procedure Manual
Department Quality Council (State and Regional)	Review issues received from individuals that have statewide and regional impact.
Staff Safety Advisory Committee	Review issues regarding staff safety in the office and field. Recommends policy, training and equipment needs.
Sex Offender Team	Developing statewide policy and training regarding sex offender supervision.
Drug Treatment Court Management Team	Developing and implementing Drug Court in 3 rd Judicial Circuit.
Vehicle Advisory Group	Review department fleet issues, to plan for future utilization, to promote vehicle safety, regulations and procedures.
Scheduler Committee	Monitoring and making recommended changes to the scheduler program.
Residential Services Consolidation Group	Provided analysis of current operation and implemented the consolidation plan.
Agent Workload Committee	Provided analysis of agent related duties and recommended methods for increasing efficiencies.
Communications System Committee (Radio/ Mobile Comm.)	To conduct research and propose solutions. Reviewing policies and practices. Developing communication related training.
Accountability Work Group	Conducted all necessary activities associated with effort.
Parole process Improvement Team	To review and improve the parole examiner functions and streamline the case summary process.
Class -1 Law Enforcement Transition	To plan, coordinate, and execute transition for all law enforcement staff.
Strategic Plan Work Group	To review, revise, and report associated activities.
Risk Management Group	Review and monitor existing risk instrument and policies and regarding risk management.
Weapons and Contraband Committee	To develop policies for the seizure and securing of weapons and contraband obtained in the field by Agents.

Figure 2.2

2.2 How do you develop and track action plans that address your key strategic objectives?

Key strategic objectives and actions are tracked through on-going meetings and reports from respective teams working specific objectives. Currently, the Strategic Plan Work Group is identifying activities associated with strategies and objectives set forth at the EMT annual review and will complete their work early in FY 02-03. Those activities will continue to be tracked for progress as the fiscal year unfolds.

2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

The Department continued to link its Budget Request to the Governor's Business Plan. The agency strategically aligned its operational and strategic plans with the Governor's long range plans for the state of South Carolina. Those strategic linkages included:

- To promote public safety through increased offender accountability ensuring that citizens are confident in the safety of their surroundings.
- To employ sound fiscal practices in the compensation of agents in order to retain quality well trained agents.
- To increase the visibility of Agents in community policing efforts, and emergency response situations.
- To improve the Department's information technology infrastructure in order to provide Agents with the technology to efficiently and effectively manage their caseloads.

These strategic linkages were communicated through the organization in the form of action plans by each responsible functional area. Assurances in obtaining these goals was achieved through each functional areas self assessment. The Field Services Division, the largest division, has continued to develop and implement Strategic Measurements that implement the Department's goals. These strategic objectives represent many hours of dedicated service by the staff of SCDPPPS. In the coming year, these measures will be used to establish baseline data and develop targets for our staff to work towards. By focusing on these objectives, our department has implemented a system that is easily communicated to all staff and provides for accountability from agent to county to regional and statewide level. The department has empowered 1st line managers and leadership to have access and information on performance at their disposal.

Overall the department includes a wide array of inputs into its planning process and assures a systematic deployment of guidance for offices to act upon in deploying resources to address strategic objectives.

Planning Approach and Deployment

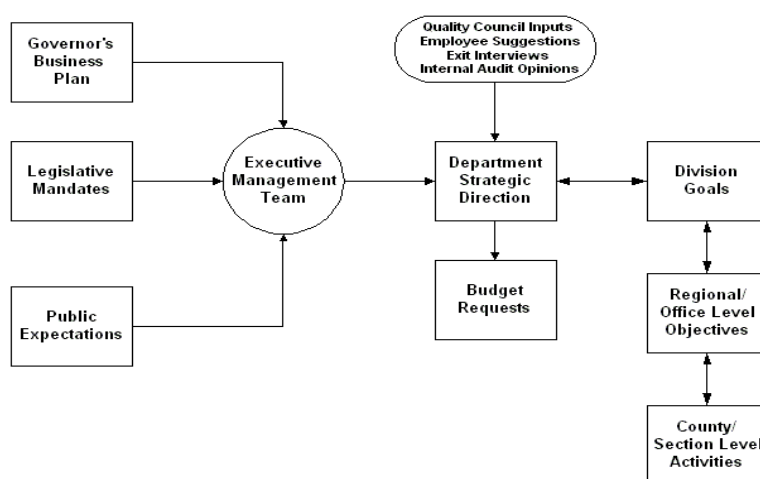


Figure 2.3

Strategic objectives, action plans and performance measures are communicated through a variety of means. Bi-weekly EMT meetings, monthly management team meetings, regular e-mails to all Department staff from the Director's Office and weekly, monthly and quarterly staff meetings within the respective offices serve as vehicles to communicate within the Department. With the revised strategic plan expected to roll out in early FY 02-03, a sound communications plan is being developed to ensure all members of our department are fully versed concerning our priorities and objectives. (Fig. 2.3)

3.0 Customer Focus

3.1 Identify key customers and stakeholders - The Department's customers can be divided into four categories (see page 8). These categories include Principle, Criminal Justice, Governmental, and Other. The Principle customers for the Department are those who are the prime recipients of the services from the Department. These include the General Public, Victims, and Offenders. The Department's secondary customer groups include Criminal Justice, Governmental, and Other.

As a governmental agency our customers serve more as stakeholders in our mission. As a Law Enforcement Agency, the goals of the Department are developed to insure the safety of the general public, our number one customer and stakeholder. In order to determine the Department's effectiveness in supporting our customers' needs, we rely on surveys and internal self assessments of functional areas in supporting the Department's mission.

3.2 *How do you determine who your customers are, and what their key requirements are?*

Customers are identified through legislation that defines eligibility for supervision and those governmental agencies in which our department partners with to ensure the best possible product for the state. Victim Services staff serve those who are victimized by the criminal offender population who are placed under our jurisdiction by the Courts of General Session, Parole Board or released from a correctional program back into the community. Customer and stakeholder requirements are identified through surveys, focus groups, interviews, direct customer feedback via the Internet, participation in forums, monitoring of legislative activity, court proceedings, Parole Board proceedings, workshops, conferences, and observation.

3.3 *How do you keep your listening and leaning methods current with changing customer/business needs?*

Opportunities to listen to our customer and learn from their experience are found in figure 3.3. Additionally, the Department instituted a comprehensive complaint and investigation protocol to enhance our responsiveness to customer allegations and complaints. This process is conducted by the Office of the Safety Enforcement and Professional Responsibility.

An example of staying in touch with our customers has been the development of services for Hispanic citizens. These have included entering into a relationship with the Hispanic Outreach to conduct cultural training to all Department staff. To contract with service providers to provide translation services to agents, victims, and offenders over the phone and, if needed, in person.

Department Senior Leadership strongly supports and encourages employees at every level to take advantage of every contact with constituent groups to understand their concerns and expectations and to address those concerns. Through the department's assessment and improvement planning system, mission accomplishments and strengths and areas for improvement are addressed to include incorporation of key customer expectations.

<i>Listening & Learning</i>
Agency Web Site Regional Conferences Solicitor's Association General Sessions Court Judges Summary Court Judges Municipal Association Association of Counties Victims Association General Assembly Faith Community Senior Management & Line Staff Direct Calls Complaints
<i>Approach & Processes</i>
Internal Investigations Focus Groups Quality Councils Policy & Suggestion Process

Figure 3. 3

3.4 How do you use information from customers/stakeholders to improve services or programs?

The Department uses a variety of data collection methods to collect customer information. Surveys provide information regarding what has happened in the past, with subject specific focus groups and informal interviews providing current information regarding departmental culture/environment and future expectations. Customer feedback is deemed critical to the department's commitment to continuous improvement of quality customer service. An example of this is within Victims Services where a high priority is placed on ensuring customer satisfaction by written communication as well as face to face interaction; especially when victims appear in person before the Parole Board. This interaction has proven invaluable in that it allows the section and department as a whole the opportunity to hear first hand the level of satisfaction with services provided by this section.

Enabling Customer Access	
Access Mechanism	How Determined
County & Satellite Offices	Customer Feedback
Dedicated Personnel: Victims Coordinators, OSERP, Volunteer Coordinators, PSE Coordinators	Customer Feedback; Strategic Direction Inputs
Print and Electronic Media	Available & Emerging Technology; Customer needs rapid and ease of access
Voice mail, E-Mail, FAX, Cell Phones	Available Technology

Fig 3.4

This is often the only interaction the victims community has with the criminal justice system post adjudication and presents an important opportunity to re-enforce the importance of good customer service. (Fig. 3.4.)

3.5 How do you measure customer/stakeholder satisfaction?

The Department has used both customer satisfaction surveys and focus groups to determine customer satisfaction. The most effective means has been through a listening and learning approach. The surveys and focus groups address concerns common to all customers, whether they are internal or external

3.6. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups?

The Department views the customer base differently based on the type of services provided. In the Field Services Division great care is given to ensure solid and productive partnerships with local law enforcement entities. Regular meetings are held within the respective county operations to maintain and improve lines of communication and briefings to allow local law enforcement an understanding of our constantly evolving operation. Senior staff meet with Sheriffs and Chiefs to ensure cooperative relationships. The Office of Enforcement and Professional Responsibility serves a similar function in relation to federal law enforcement to once again ensure good lines of communication, coordination of effort and execution of plans

especially concerning the apprehension of fugitives throughout the United States. Victim Services plays a vital role in communicating with the victims community to ensure an understanding of issues and requirements which the Department must address. The Offender Information Systems staff within the Administrative Services Division meets regularly with internal customers to identify needs, to offer technology solutions to meet those needs, and to plan and assist in implementing the solutions. An example of this ongoing effort is their participation with Staff Development and Training to develop an automated tracking system to manage and maintain a data base to ensure staff, within the agent class series remain current on all training and certification requirements of Class-1 Law Enforcement.

4.0 Information and Analysis

4.1 How do you decide which operations, processes and systems to measure?

The Director, in consultation with senior leaders, decides which operations, systems and processes to measure by determining with each office the individual indicators of operational performance, financial data and customer/employee satisfaction. In order for managers to make sound decisions and maintain focus on the Department's mission, information must be timely, accurate, and obtainable to all managers.

4.2 How do you ensure data quality, reliability, completeness and availability for decision making?

Because of the interrelated nature of the respective department divisions, operations and processes, all must be performing satisfactorily to ensure desired business results. Any deficiencies in the quality, reliability, and availability of the data are immediately reflected in the business results when reviewed at the divisional and senior leadership levels. The process is ever evolving and the department is currently developing additional data elements. Operational performance and financial data are reviewed at various frequencies to ensure the department is postured to meet the mission requirements. Through a combination of quality infrastructure inputs, self assessments, strategic measures, audit indicators, as well as Offender Information System (OIS) indicators, the Director and senior leadership are able to make course corrections throughout the year. (Fig 4.2)

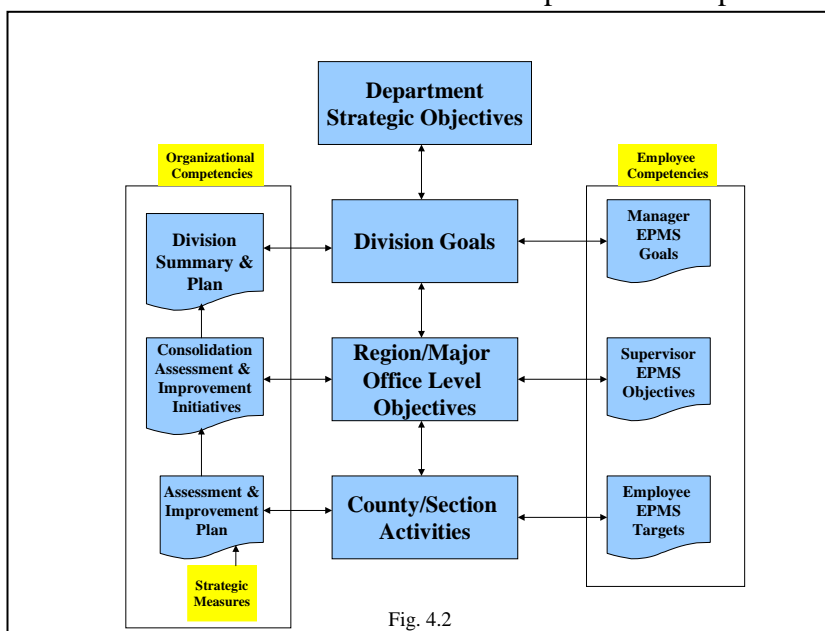


Fig. 4.2

4.3 How do you use data/information analysis to provide effective support for decision making?

As part of our ongoing development of our strategic plan, the selection of proper indicators and tracking data is becoming an integral part of our day to day operational review for

management and employees alike. Our major performance measures within our Field Services Division tie directly to core process issues and key results of the strategic plan.

The Offender Information System section of the Administrative Services Division, in concert with field staff, routinely monitor performance data such as monetary obligations and other key elements to ensure enforcement and compliance. They also monitor trouble calls or “Helpline” requests of OIS to determine if there are patterns of troubles that can be addressed systematically.

4.4 How do you select and use comparative data and information?

The Department is an integral part of a variety of national networks in which it is constantly working to identify performance measures that are common to our mission. Once these measurements begin to serve as standard benchmarks within the profession, this will better position the Department to identify best practices and improvements. Use of comparative data from other jurisdictions has been difficult. In many instances due to disparate mission requirements, jurisdictional authority and responsibility, and decentralized organizations, comparisons are difficult to achieve. Where practicable, the Department compares itself to mission related benchmarks.

5.0 - Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

All senior managers establish and reinforce an environment for empowerment, innovation and organizational and employee learning through a variety of approaches. Each is intended to encourage learning, and improve quality, customer satisfaction, and performance levels. The successful implementation of ideas and projects are recognized in a variety of ways, including the rewards of money, statewide certificates and recognition at public meetings to include region-wide functions, luncheons and scholarships to national conferences.

In order to keep employees motivated, the department provides opportunities for employees to attend various training and to participate in state, local and national conferences. Employees are motivated by programs the department offers such as merit pay, pay for performance, bonus pay, and employee recognition activities. The department has also established regionalized Quality Councils to ensure that employees are empowered to have input into the department’s administrative processes.

The Department’s Quality Council provides a blueprint for our direction in addressing quality of life issues within the organization and for identifying opportunities for enhancing organizational effectiveness and efficiency through supporting ideas for change and improvement.

The Quality Councils, state, and local, in concert with the department’s accountability management, reporting and improvement planning system affords a wide array of mechanisms, systematically deployed, to address all facets of the organization’s mission, employee and customer needs and expectations. Significant and sustained improvements are recent products of the combined efforts of these processes.

5.2 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

In order to maintain a highly trained workforce, training is conducted for all levels of employees within the department from entry to divisional manager. Employees must be approved to attend all training. When approved, employees are also allowed to attend training offered by other state agencies and other entities outside of the department. Also on the job training occurs for the fulfillment of the primary responsibilities along with cross training for other job duties and responsibilities. The Staff Development and Training section coordinates all training offered within the department and maintains a database of all employees training activity.

The department provides training to line level employees as well as managerial level employees. Senior level employees are equipped with the job knowledge to pass along to the newer employees. The department also provides summer jobs to high school students in coordination with the Columbia Urban League. Internships at the department have also been made available to college students.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

In order to achieve high performance of our employees, the Department offers programs such as merit pay, pay for performance, bonus pay and employee recognition activities encourage employees to perform at their best. An employee recognition activity that encourages employees to perform at their best is the Employee of the Year Award. Also supervisors are trained to reward good performance through positive feedback. The department also ensures that employees are equipped with the necessary training to fulfill their job duties and responsibilities.

What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

5.5 How do you maintain a safe and healthy work environment?

Safety of our workforce is a major concern of the Executive leadership. The department has employees tested for HBV, TB and for illegal drug use. There is also an employee assistance program in place known as Job Retention Services. Each department location has a Materials Safety and Data Sheet Manual in place. There are safety guidelines in place and there is a move towards developing a Workplace Safety Policy. The department also has an Office of Safety, Enforcement and Professional Responsibility (OSEPR). (Fig. 5.5)

Services made available to employees to assist well-being and satisfaction includes:

- Law Enforcement safety equipment
- Tuition Assistance Program
- Medical service for Agents
- Chaplaincy Program (SC LEAP)
- Employee Assistance Program
- Wellness Committee
- Employee/Volunteer Recognition

Fig. 5.5

5.6 What is the extent of your involvement in the community?

Community Activities

The Department again participated in the Columbia Urban League's Summer Work Experience Leadership Program (SWELP).

Department staff participated in an "Item Drive" for domestic violence shelters in October as part of Domestic Violence Awareness Month.

For the past six years, SCDPPPS staff from Central Office and Richland County volunteered with the Lunch Buddy Program in Richland School District One and Richland School District's II the Table Talkers Program.

Staff from around the state participated in a blood drive and platelet donations for the American Red Cross.

Staff from Lexington County, Richland County, and the Central Office participated in the "ringing of the bell" for the Salvation Army during the Christmas holiday season.

Staff from around the state participated in walk for life against cancer benefits as well as Muscular Dystrophy jail-a-thons.

Staff from Lexington County, Richland County, and the Central Office participated in the Adopt a Family Program.

Staff from the Midlands participated in the First Lady's Walk for Life campaign against breast cancer.

For the past four years the Edgefield County office has participated in the Edgefield County Senior Citizen Pig Pickin' in which they prepared the meat for serving and then served the food and drinks to senior citizens.

Staff in the Saluda County Office participated in the Lunch Buddy program at Saluda Elementary School and supports the "Feed the Needy" outreach program through Nazareth United Methodist Church.

The Jasper County staff have been were involved in Adopt a Highway, Cancer Relay for life, Providing Christmas and Santa for the Board of Disabilities and Special needs participants and were guest waiters for a fundraiser for the Board of Disabilities.

In Marion County the staff was instrumental in the development of the Marion County Law Enforcement Explorer Program.

The staff in Anderson County participated in the annual Thanksgiving Basket Drive for the Good Neighbor Cupboard, a local charity organization that provides food for the needy. Staff was involved in contributing, preparing and delivering baskets to the needy, along with other law enforcement agencies in the area.

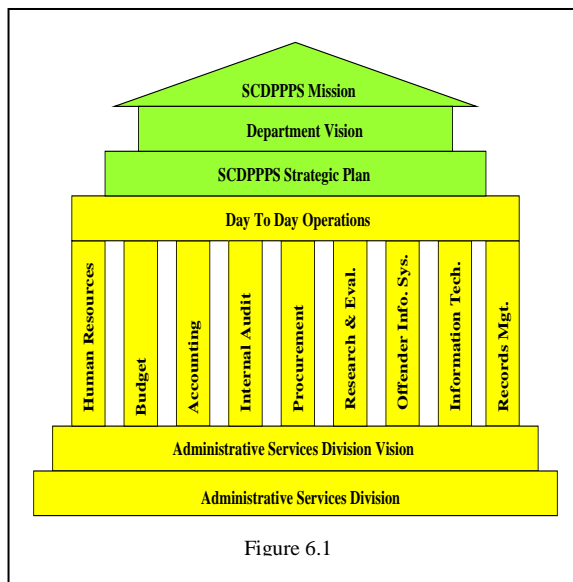
In the Greenwood County Office we have three staff members who volunteer in the local schools with the H.O.S.T.S. (Help One Student To Succeed) program.

Kershaw County Agent-In-Charge assisted relief workers in New York after the September 11th disaster.

6.0 - Process Management

6.1– 6.4 The Department has a number of key business processes which are aligned with its identified core competencies. Evaluation and improvement approaches are integral to all of the Department's design processes. Process improvement efforts use charters to ensure initiatives are well defined and well linked to the organization's strategic direction. Process owners are designated for each of the department's key mission processes. The process owner is responsible for defining process purpose; identifying customers; understanding customer requirements; documenting the process; developing the appropriate measures and controls as well as assuring that the controls are properly used. Additionally, they are responsible for identifying and prioritizing process improvement teams and approving process improvement.

The Administrative Services Division's key support processes are an integral and integrated part of the department and vital to mission success. These are illustrated in figure 6.1.



During FY 2000-01, the Division performed a comprehensive review of their support goals. These self assessments were continued during FY 2001-02 to ensure support goals are being obtained. Each support process is defined in figure 6.2.

Support Processes:

Requirements and Measurers

Accounting	<ul style="list-style-type: none"> Accurate Information 	<ul style="list-style-type: none"> Audit free Timely processing
Budget	<ul style="list-style-type: none"> Accurate Information 	<ul style="list-style-type: none"> Timely accurate information Audit free
Procurement	<ul style="list-style-type: none"> Customer Requirements Compliance 	<ul style="list-style-type: none"> Customer responsiveness Audit free Best costs
Human Resources	<ul style="list-style-type: none"> Requirements of internal customers Timely and accurate data 	<ul style="list-style-type: none"> Employee Satisfaction Turnover
Records	<ul style="list-style-type: none"> Timely access External customer requirements 	<ul style="list-style-type: none"> Customer responsiveness Timely processing
Information Technology	<ul style="list-style-type: none"> Technology trends Hardware Software Customer requirements 	<ul style="list-style-type: none"> System availability Customer responsiveness
Offender Information System	<ul style="list-style-type: none"> Customer requirements 	<ul style="list-style-type: none"> Customer responsiveness System availability
Internal Audit	<ul style="list-style-type: none"> Accurate Information 	<ul style="list-style-type: none"> Timely accurate information Customer responsiveness
Research & Evaluation	<ul style="list-style-type: none"> Accurate Information 	<ul style="list-style-type: none"> Timely accurate information Customer responsiveness

Figure 6.2

Field Services core mission process is defined in figure 6.3. Field Services Division instituted core mission process requirements and measures which were developed over the past year. Process elements, requirements and the frequency of the respective measures are defined in figure 6.3.

Field Services Core Mission Processes Requirements and Measures		
Mission Process	Process Requirements	Measurements
Offender Home Visits	<ul style="list-style-type: none"> Conduct home visits to verify residence and to assist in monitoring and enforcing offender's compliance with general and special conditions. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Fines	<ul style="list-style-type: none"> Monitor, track and enforce payments. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Restitution	<ul style="list-style-type: none"> Monitor, track and enforce payments. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Fees	<ul style="list-style-type: none"> Monitor, track and enforce payments. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Public Service Employment	<ul style="list-style-type: none"> Monitor enforcement of successful completion of hours. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Offender Drug Testing	<ul style="list-style-type: none"> Respond to each positive drug test. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked
Warrant Service	<ul style="list-style-type: none"> Serve warrants within 30 days Total warrants served. 	<ul style="list-style-type: none"> Monthly Trend Charts Internally Benchmarked

Fig. 6.3

In general, the requirements for support processes are to meet internal customer standards for accuracy, reliability, effectiveness and cost. Support process requirements are determined through knowledge of the customer needs, using first hand knowledge, customer interviews, surveys, and internal experts.

We have been committed to establishing and maintaining comprehensive support systems which serve as the foundation for our ability to meet our mission and the expectations of the citizenry of the state.

A typical process design incorporating new technology and customer requirements includes: discussing changes or evolving needs with the affected customers and employees, conducting customer surveys or focus groups, drafting for internal and/or external approval, and evaluation after implementation.

Incorporating Feedback and Improvements

Customer and employee input are continually solicited at all levels of the organization. Part of our process improvement cycle includes the evaluation of the effectiveness of our business processes and their implementation. We receive information through various means including: Self Assessments, Audit Opinions, Customer Feedback, Employee Suggestions, Quality Council and Recommendation.

Our processes are systematically reviewed and evaluated for opportunities for improved performance. Evaluation is accomplished through our quality assurances mechanisms, self assessments. Improvement is accomplished through a variety of activities. Some of these include: Process Improvement Teams, Natural Work Groups, Process Analysis and Benchmarking.

An example of significant improvement achieved in key results areas of the department is the Offender Information System.

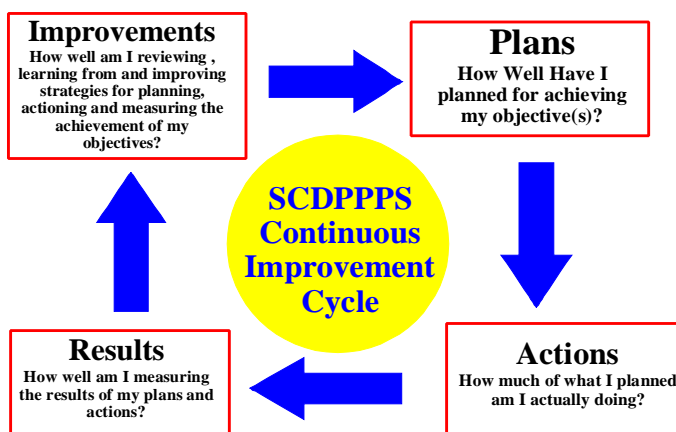


Fig. 6.4

Following the Department continuous improvement cycle, (Fig. 6.4) process improvement team developed and deployed the following system enhancements to aid in operational performance management: (See Fig. 6.5)

- Interstate Compact Fee Accounts
- Batch Deposit Automation
- Drug Test Response and Referral Report
- Offender Alert Button
- Released from SCDC Report
- C-1 Certification Application for SDT
- Parole Certificate Automation
- Out-of-State Parole Preparation Report
- Priors Verification Procedure
- Audit Checks for Pre-Parole Investigation Completed

Fig. 6.5

The Offender Information System (OIS) is the computerized system that maintains a multitude of reports and records that can be used by all staff. There are two primary ways in which modifications are made to the system. The first method is by periodic meetings between the OIS staff and the OIS liaison for the Regional Directors. During these meetings the liaison makes recommendations that would enhance the OIS system for both the user providing input as well as the user who needs the information the system can generate. One of the most user friendly reports that was recently generated by the OIS is the caseload management report. Field staff can easily generate this report and can instantly tell when their last home visit progress report was completed as well as several other key supervision events. The second method used to

enhance the OIS was by the scheduler committee. This committee received input from users of the scheduler system and meets to discuss these suggestions at least quarterly. During

2001 the Department had 30 counties using the scheduler. By July 2002 every county was using the scheduler program to document and manage cases.

Additional enhancements were made during FY 2001-02, with further development and of the “Career Data System” (CDS) administered by the department’s Office of Human Resources. The automated system enables employees, supervisors and managers real time access to leave balances, leave history, benefits, and training. In FY 2001-02 additional enhancements were made to the CDS system. These included: C-1 Certification Training, Emergency Contacts Lists, Agency Phone Directory and Enhanced Reporting.

Additional enhancements to the CDS system which began development but were not implemented include:

On-Line Supply Order System – This System will allow all supply custodians and supervisors to order basic office supplies from the Department’s supply warehouse. This will increase the timeliness and accuracy of supply orders, and eliminate the need for paper order forms.

- C-1 Certification Continuing Education Training System – This system will allow for the tracking of continuing education training requirements for C-1 certified employees.
- Automated Deposit System – This system will expedite the deposit process for all revenue collected by the Department. This will result in increased efficiency and reduced turnaround time for victim restitution payments. The Department will be the first agency to go on-line when the system goes live in FY 2002-03.
- On-Line Surplus Inventory System – This system will give staff access to an inventory of surplus property and its location so that surplus property and its location so that surplus equipment can be transferred to other areas of the Department without the expense of purchasing new equipment.

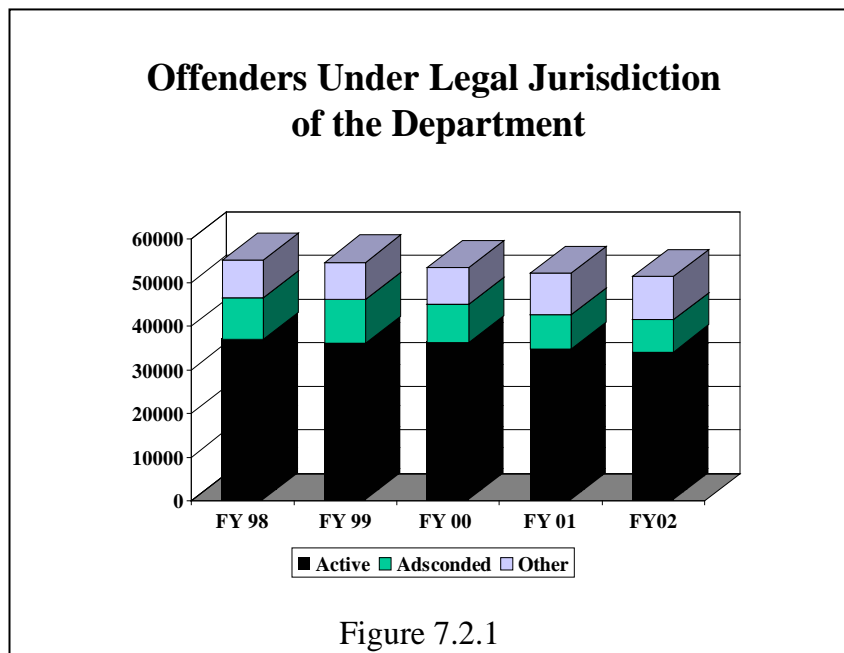
7.0 – Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

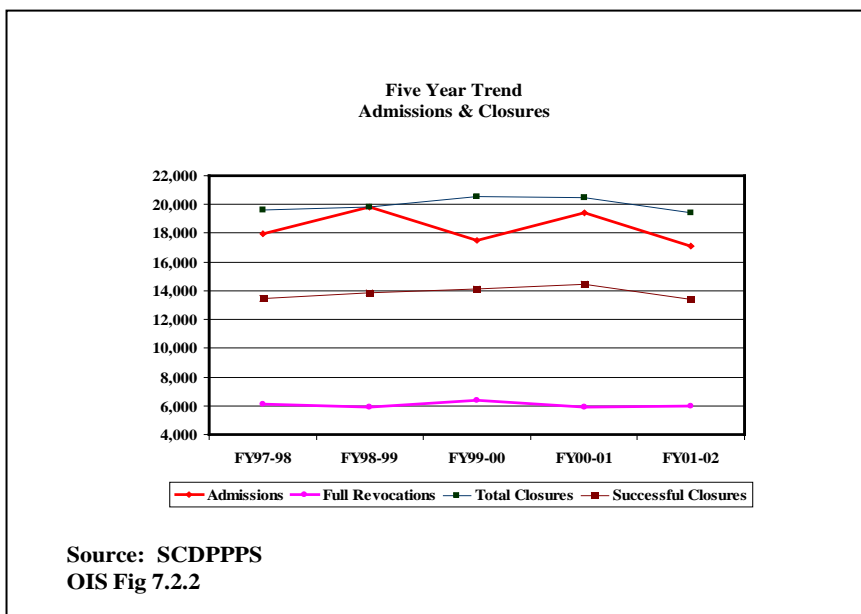
The Department continues to identify indicators of organizational performance and customer satisfaction through a variety of performance measures primarily to address performance levels and trends for key measures of mission critical accomplishments, financial performance, and offender outcomes.

7.2 What are your performance levels and trends for the key measures of mission accomplishment?

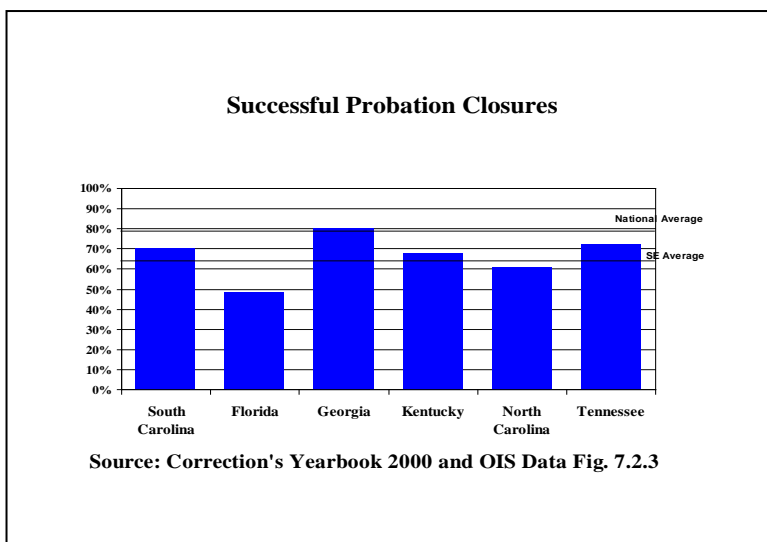
The Department focuses heavily upon public safety related performance measures. Several indicators are reviewed in determining mission accomplishment. In that the department has a unique mission, it is important for our department to remain cognizant of such indicators including but not limited to: admissions, victim activity, warrant activity, and case closures.



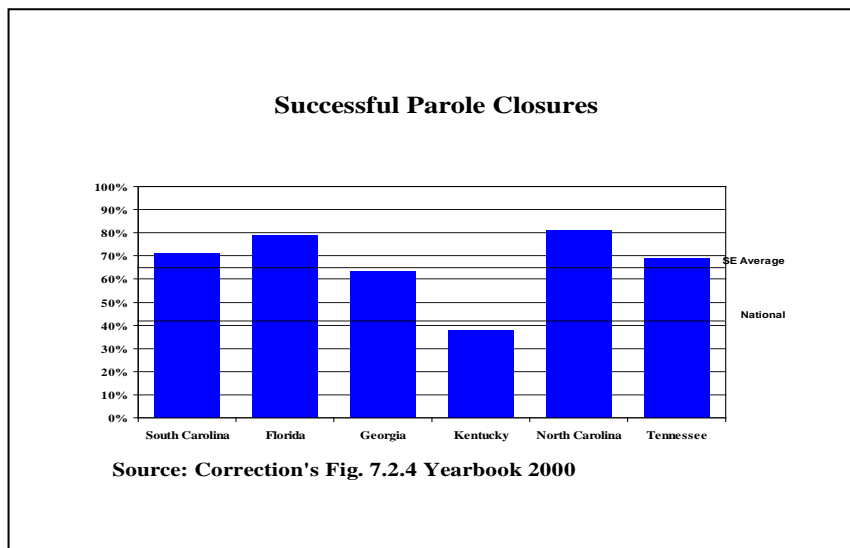
The Department had 51,467 jurisdictional offenders under supervision on June 30, 2002 (Fig. 7.2.1)



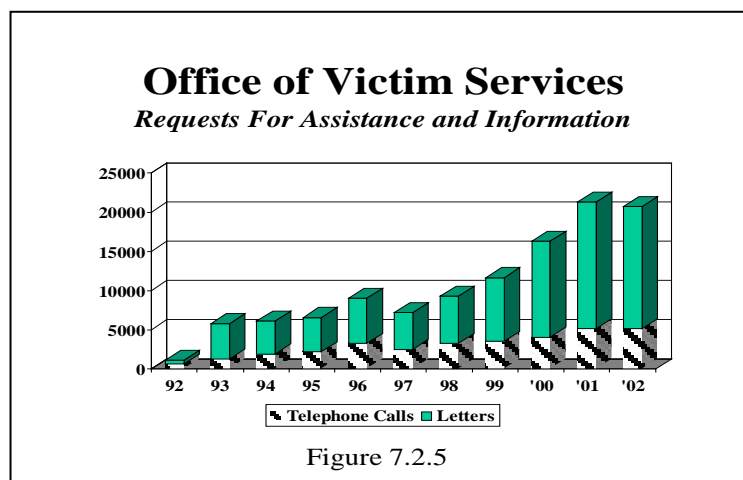
FY01 admissions and successful closures were down while full revocations remained constant. It is noteworthy that the successful closure rate did not decrease at the same rate as admissions. (Fig. 7.2.2)



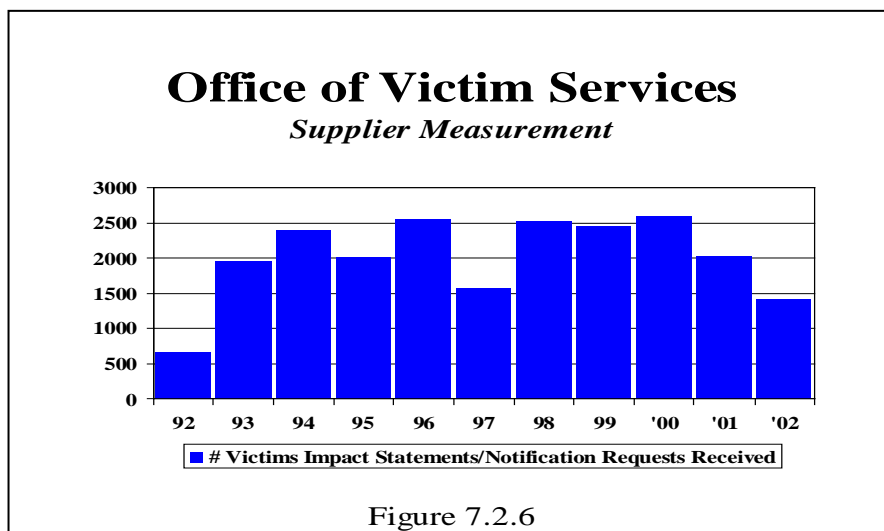
In FY 2002, the State exceeded the average of the states in graph 7.2.3. South Carolina Probation, Parole and Pardon Services is above the Southeast average and agents are continuously holding offenders accountable to supervision criteria and for financial responsibilities.



In the case of Successful Parole Closures, the state of South Carolina exceeds both the average of the states included in the graph as well as the National Average. (Fig. 7.2.4)



In FY 2001-02 Victims Services received 5,095 telephone calls and 15,644 letters of opposition from victims. (Figure 7.2.5)



In FY 2001-02 Victims Services received 1,406 victim impact statements from victims. This represents a slight decline due to a reduction in statement/notifications from reporting entities. (Figure 7.2.6)

7.3 *What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?*

Several measures the department reviews to determine satisfaction are: employee turnover by class (administrative and agent), agent turnover by classification, agent turnover by reason, administrative staff turnover by reason. Additionally, the existence of Regional Quality Councils, Policy Committee, and Employee Recognition through state and regional awards as well as “Who’s Who” column in our department newsletter.

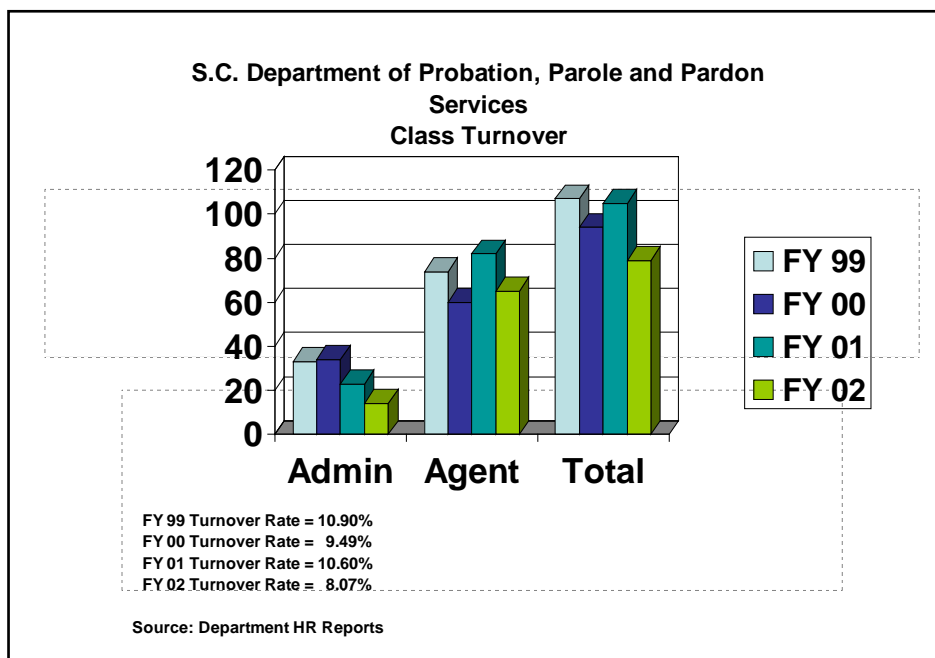


Fig. 7.3.1

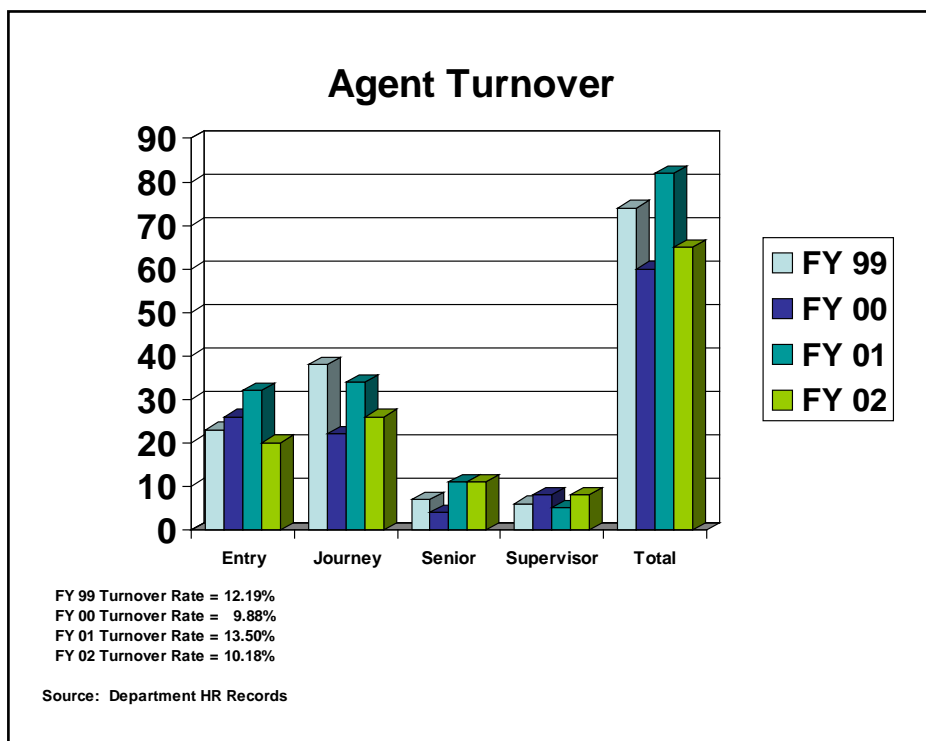
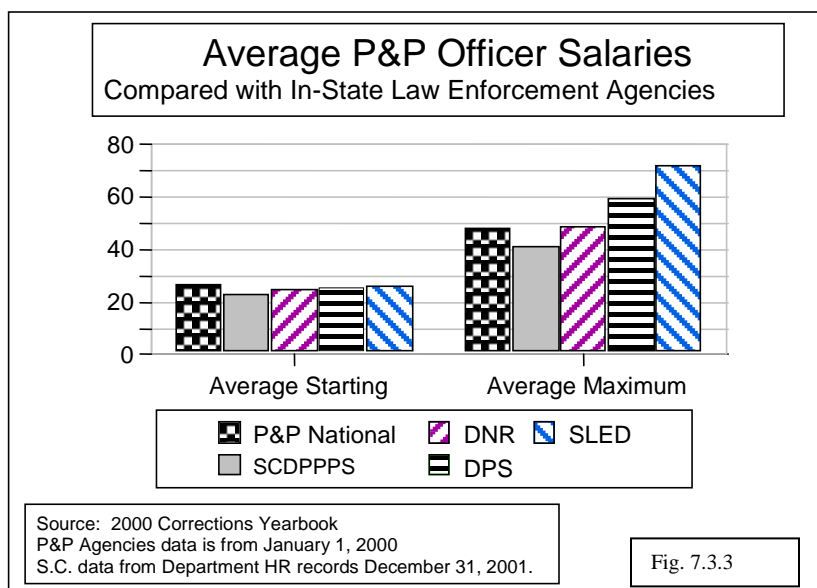


Fig. 7.3.2

The Department utilizes employee turnover as one of the measures of employee satisfaction. Figure 7.3.1 shows the turnover rate for the agency while figure 7.3.2 shows the turnover rate for Agent staff only. Agent staff makes up nearly two thirds of all Department staff.



In January 2000, the Budget and Control Board, Office of Human Resources issued a report on “Salary and Career Path Review for South Carolina Law Enforcement Officers”. In that report agent staff in the Department was recognized as being the number one group in need of a salary adjustment. Funding of the salary study has been requested and remains unfunded for each year since the issue of the report.

Note: SCDPPPS requires a minimum Baccalaureate degree for all agent staff positions.

7.4 *What are your performance levels and trends for the key measures of supplier/contractor/partner performance?*

N/A

7.5 *What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?*

The department has had no regulatory violations or significant findings by external in the past fiscal year. In the area of Equal Employment Opportunity, the department has a 91.5% of attaining our affirmative action goal.

The Department’s core mission is the supervision of criminal offenders under its jurisdiction and the enforcement of the applicable conditions of supervision as set forth by the South Carolina Courts or Parole Board. Key elements followed by the department include Offenders Under Legal Jurisdiction by type, successful cases closures by type, public service employment hours performed, residential program admissions and closure outcomes, warrant activity effectiveness indication, absconded offender, trends of admissions and closures by type (revocation vs. successful closure), revocation activity by type; supervision compliance.

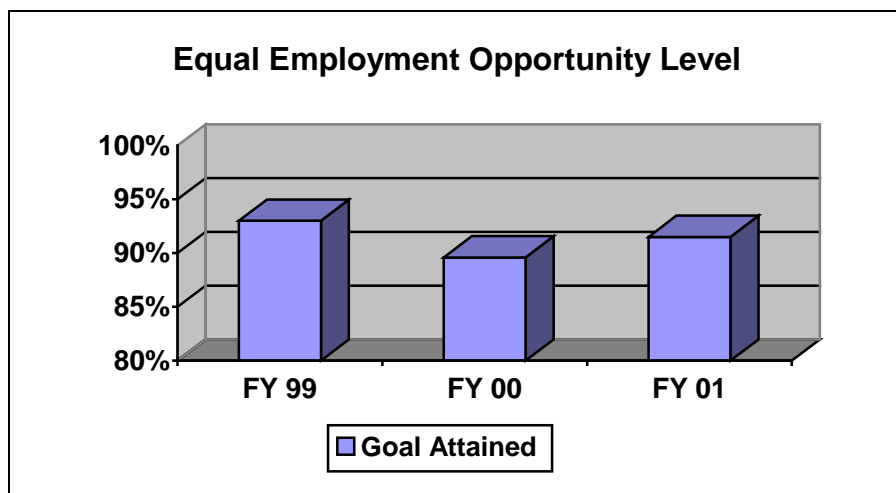


Fig. 7.5.1

The Department has averaged 91.5% for the last three years in attaining its affirmative action goal for Equal Employment Opportunity. (Fig.7.5.1)

Figure 7.5.2 illustrates the percent of bed day utilization for residential programs administered by the Department.

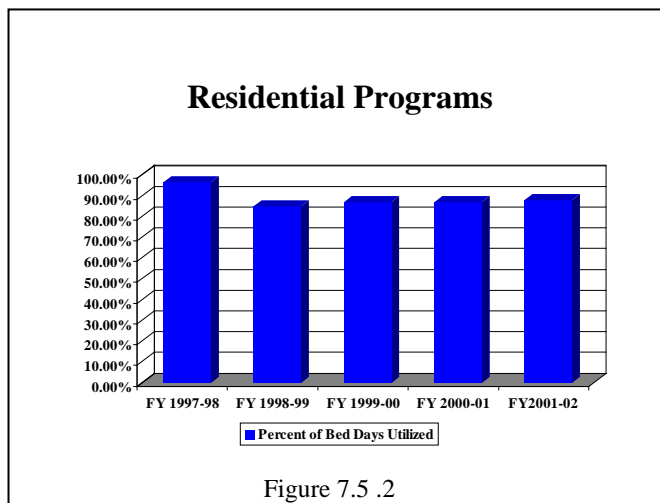


Figure 7.5 .2

During FY 2001-02, the Department operated three restitution centers and one community control center with a combined total capacity of 220 beds. (Figure 7.5.3)

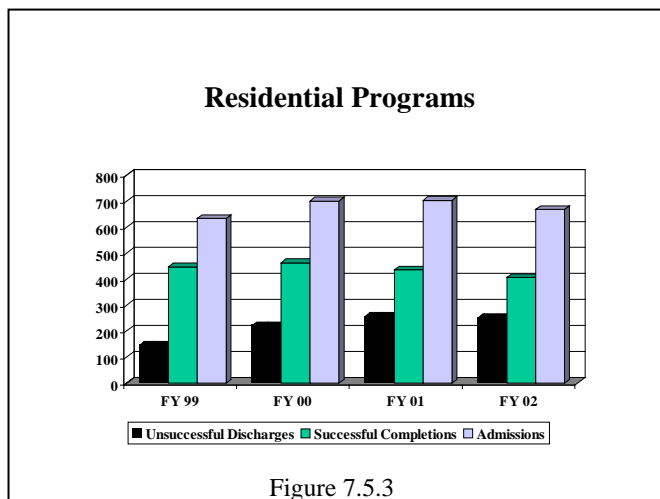


Figure 7.5.3

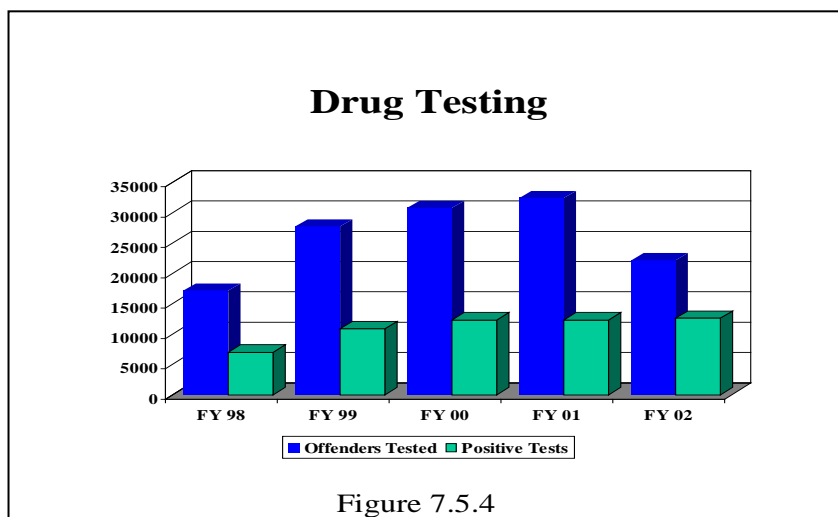
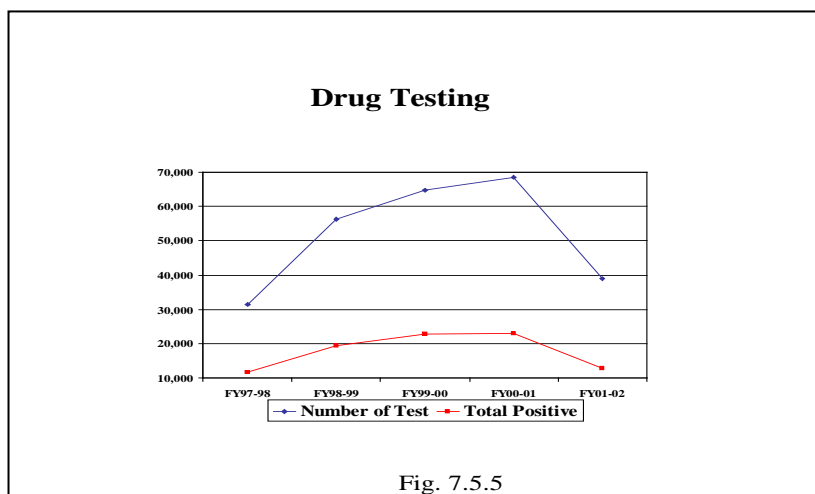
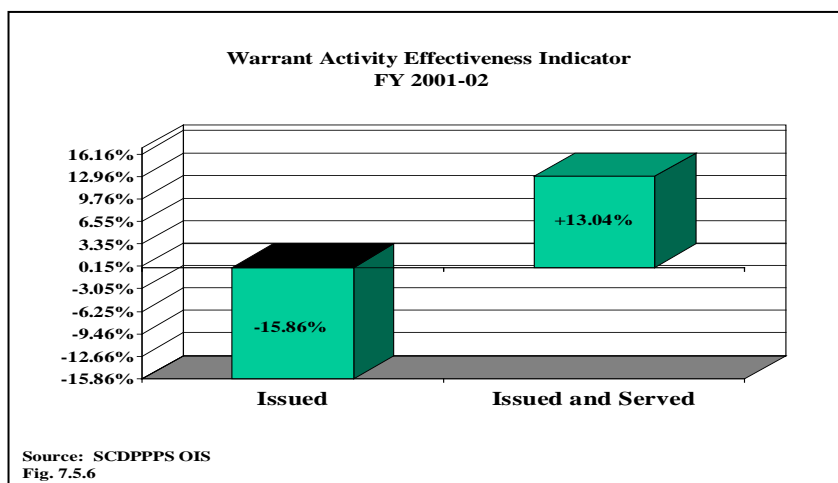


Figure 7.5.4 illustrates the number of offenders tested for drugs over the past four years.



In FY 02 due to budget reductions the number of drug tests administered was reduced by 43%. However, this only resulted in a 0.85% change in the percent positive from FY 01 (33.54%) to FY 02 (32.69%), thus the agency has increased its efficient use of drug testing by more appropriately targeting those to be tested. (Fig. 7.5.5)



South Carolina Probation, Parole and Pardon Services realizes a favorable reduction of 15.86% in total warrants over 30 days old while also achieving a 13.04% increase in warrants issued and served. Figure 7.5.6

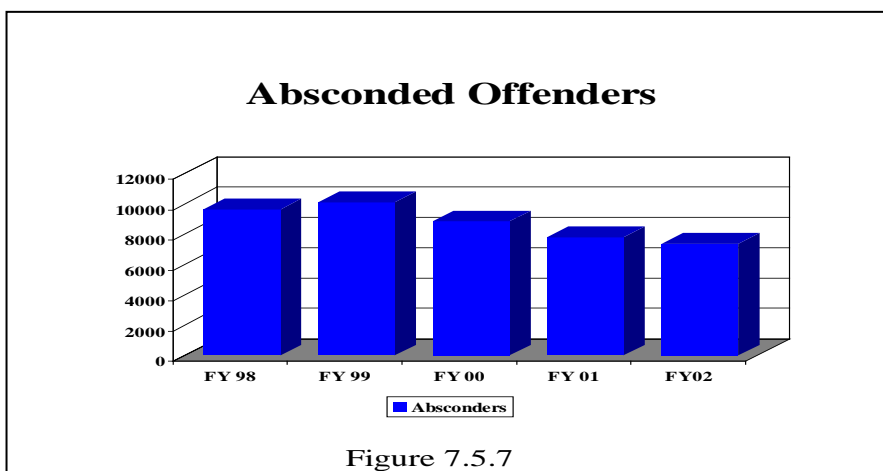
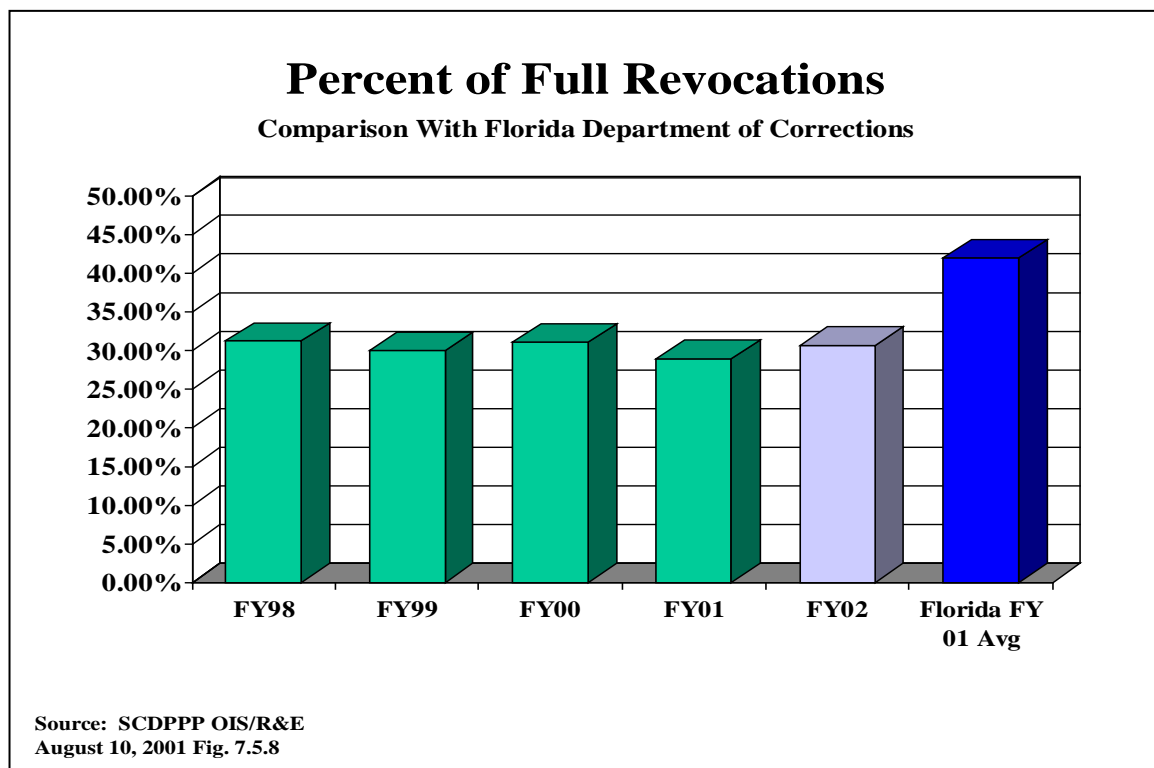
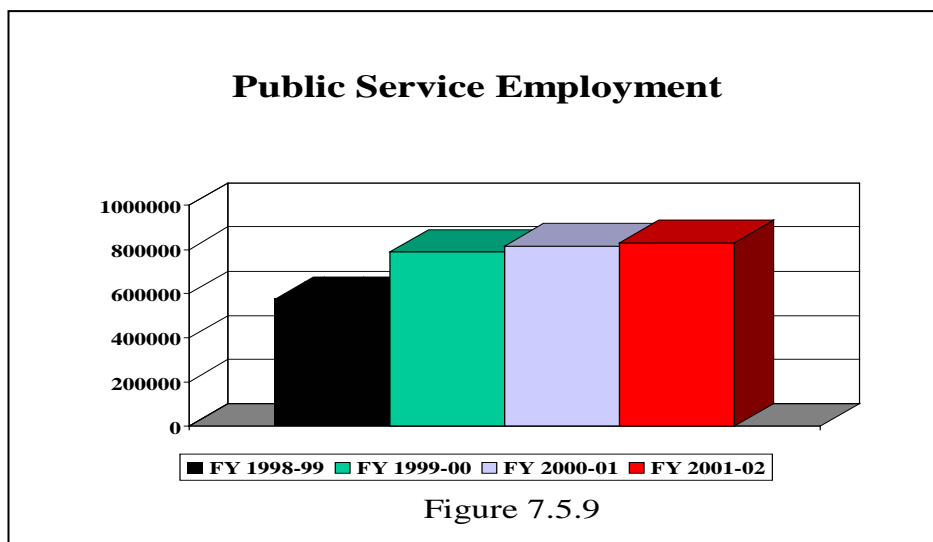


Figure 7.5.7 illustrates the decline in the number of absconded offenders. Since the inception of the Fugitive Task Force, the number of absconded offenders has continued to decrease.



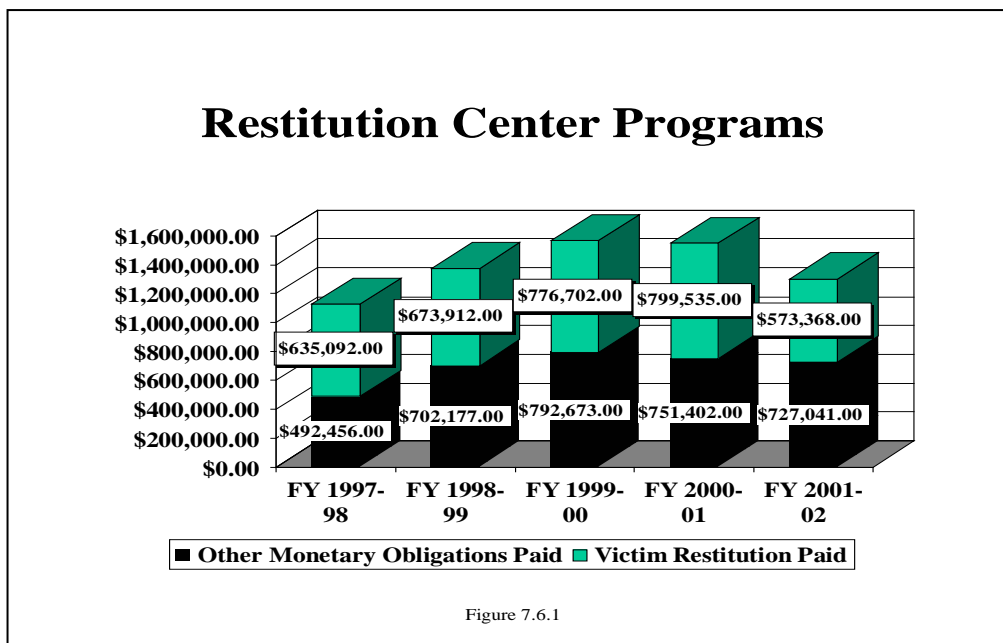
Benchmark research yielded one state with a standard addressing full revocation. A full revocation means that the offender violated the conditions of probation resulting in the judicial imposition of the suspended sentence. As seen in figure 7.5.8, South Carolina compares favorably with the state of Florida's FY01 results. Florida is benchmarked as a comparable jurisdiction.



For case closures during FY 2001-02, 830,722 hours of public service employment were performed by offenders. AT minimum Wage (\$5.15/hr.), public service employment sites realized\$4.2 million cost avoidance. However, if these sites were to employ the same persons given their qualifications, it would have cost them between \$7.5 and \$9.1 million. (Figure 7.5.9)

7.6 What are your current levels and trends of financial performance?

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed especially in light ever shrinking budget capacities and cuts of 21% sustained to date. Total costs by program area, total cost by type, cost of supervision by program area, and disbursement activity for department administered restitution accounts is critical.



Restitution Centers are community-based residential facilities providing an intermediate sanction for nonviolent offenders. The program emphasizes victim restoration through offender paid restitution. Offenders must maintain employment and perform unpaid public service. Individual assessments are completed on each offender. Figure 7.6 illustrates the total amount paid (\$1,550,937) by offenders in the program for victim restitution and other monetary obligations. (Fig. 7.6.1)

Cost of Supervision

	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02
Regular Supervision Costs	\$1.95	\$2.17	\$2.80	\$2.67
Cost Per Day – All Levels	\$2.82	\$3.10	\$3.56	\$3.42
Intensive Supervision Costs	\$9.95	\$10.65	\$9.87	\$11.74
Home Detention without Electronic Monitoring	\$13.23	\$14.17	\$13.12	\$15.61
Home Detention with Electronic Monitoring	\$17.03	\$17.51	\$16.77	\$18.80
Residential Services Per Bed Day Costs	\$37.41	\$41.25	\$41.17	\$36.30

Source: SCDPPPS Cost of Supervision

SCDC Total Fund Inmate Cost Per Day	\$42.02	\$43.78	\$46.78	Not Available
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Source: Inmate Cost Per Day from SCDC

Figure 7.6.2

Figure 7.6.2 compares the cost of supervision from FY 1998-99 through FY 2001-02.

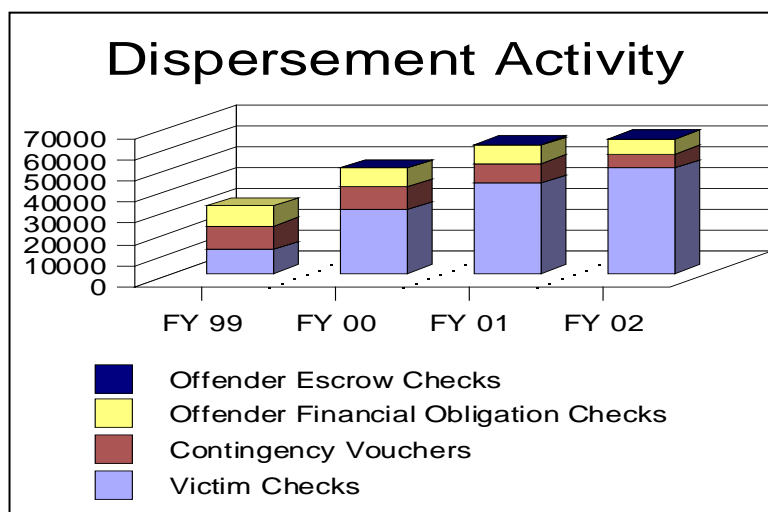
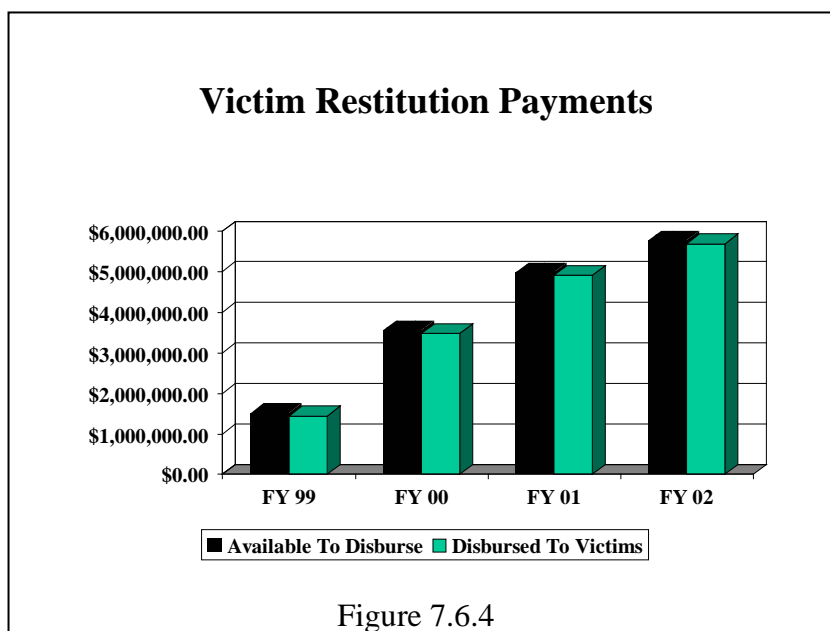
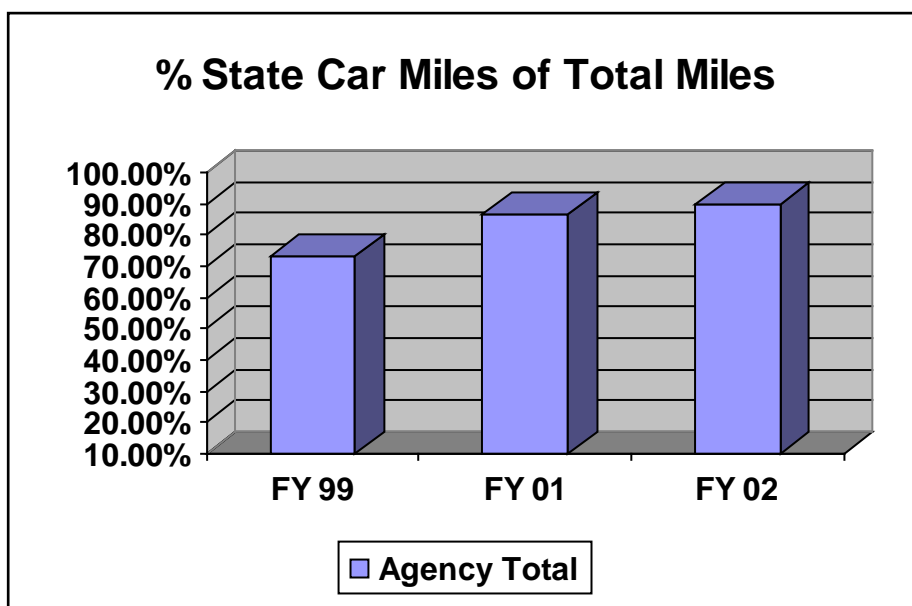


Fig. 7.6.3

Figure 7.6.3 illustrates the number of disbursement checks issued during the fiscal year by the Department.



The Department disbursed 98.80% of the victim restitution funds collected during the fiscal year, disbursing 49,979 checks totaling \$5,688,444.86. This represents the third year in a row that the Department has disbursed in excess of 98% of the victim restitution funds collected. (Figure 7.6.4)



The Department operates a fleet of 143 vehicles for use by agents for the supervision offenders. Given the fact the ratio of agents to vehicles is 4.94 to 1, the Department has demonstrated through careful scheduling the efficient use of resources through the minimization of personal owned vehicle miles. (Fig. 7.6.5)